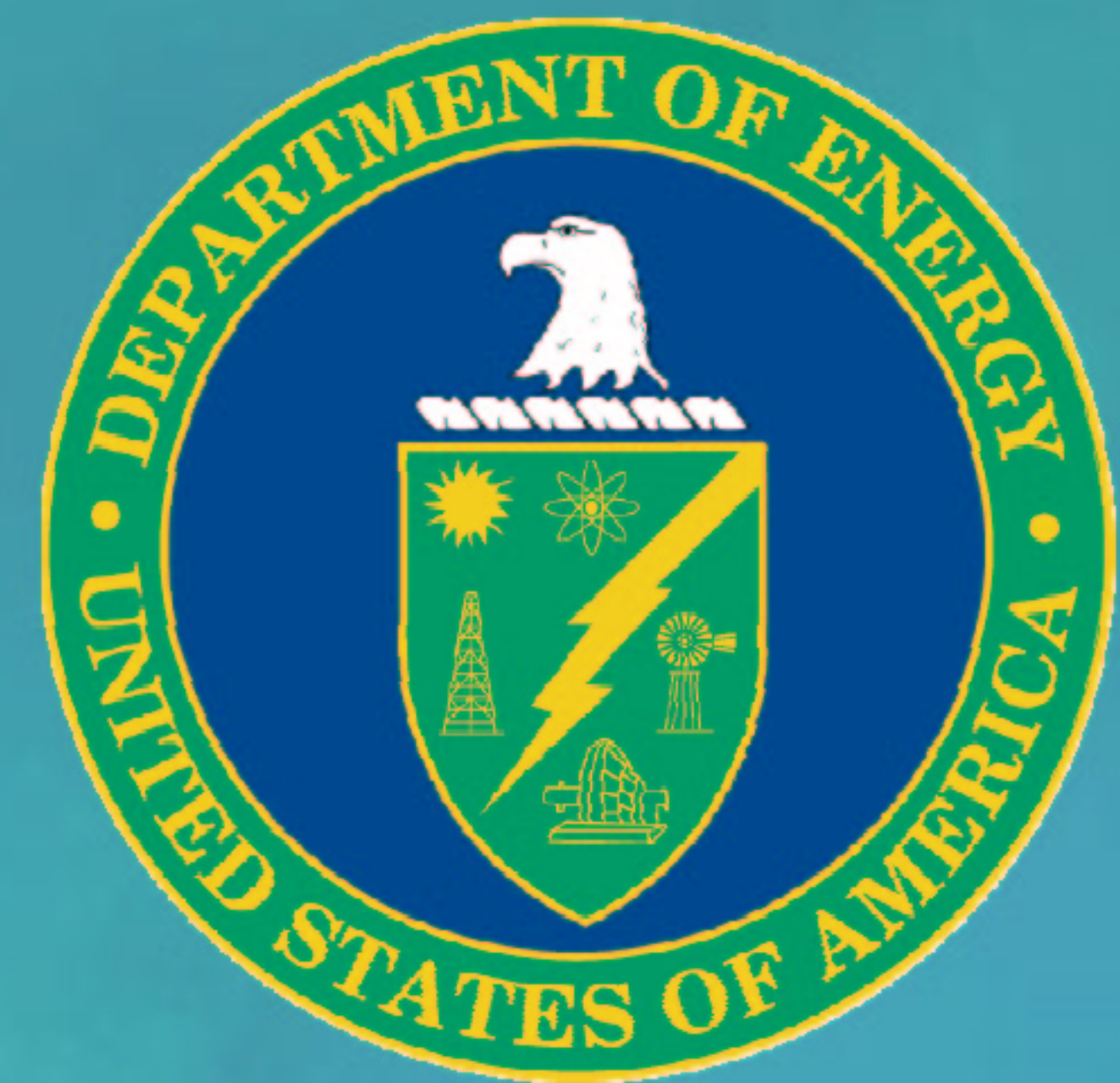


Employee Concerns Program 2002 Annual Activity Report

October 2003



**Office of Economic Impact and Diversity
Office of Employee Concerns**

SUMMARY

This report marks the seventh consecutive year that the Department of Energy's Office of Employee Concerns has prepared an Annual Report on complex-wide employee concerns activities. These reports continue to provide an overview of the important activities and progress made in implementing the goals of the program during the calendar year (CY) 2002.

An employee concern is a good faith expression by an employee that a policy or practice of the Department of Energy or of one of sites contractors or subcontractor should be improved, modified, or terminated because they are unsafe, unlawful, fraudulent, or wasteful. Concerns can address issues such as health, safety, the environment, personnel or management practices, fraud, waste, or reprisal for whistleblowing.

Some concerns involve the disclosure of information such as the violations of health, safety, or environmental laws or regulations, fraud or waste of funds, or abuse of authority. The disclosure of this type information may be protected under various Federal and state laws, rules, and regulations. Raising protected concerns is often referred to as "whistleblowing." Under the whistleblowers protection laws, rules, and regulations, employees can seek remedial action where they can show that they were subjected to reprisal actions that would not have occurred absent their whistleblower activities.

This year marked the highest resolution rate – 84% - achieved since the inception of the Employee Concerns Program in 1996. While this is only slightly higher than the previous record of 83%, which occurred in consecutive years in 1997 and 1998, the increase was accomplished, in large part, by the first decline of submitted concerns in the past four years. Indeed, with three consecutive increases before this year, it was problematic whether the Employee Concerns Program would be able to again reach its average resolution rate of 80% in the foreseeable future. While that particular question has been answered in the affirmative, the number of Employee Concerns Managers that now have collateral duties continues to climb, albeit slowly. It appears the immediate challenge will be to achieve the desired resolution rate with fewer personnel and financial resources assigned to the program.

If there are any questions or comments you may have regarding this report, please do not hesitate to contact me or your Employee Concerns Program contact listed in Appendix A. I would particularly like to thank Dianne Saylor, Employee Concerns Manager at Savannah River, Sara Rhoades, Employee Concerns Manager at the Nevada Operations Office, Cynthia Brawner-Gaines, Headquarters Employee Concerns Manager, and Nia Chiphe, an intern from Spelman College, for their dedication and expertise in producing this report. On behalf of the Employee Concerns Managers throughout the DOE complex, let me assure our readers that we are here to serve you.

William A. Lewis Jr.
Director
Office of Employee Concerns

Section I. OVERVIEW

➤ Introduction

One of the primary missions of the Office of Employee Concerns (OEC) is to fulfill the Secretary's commitment to create an environment where employees are free to raise concerns without the fear of reprisal or retaliation. The Employee Concerns Programs (ECP) throughout the Department of Energy is structured to ensure that employee concerns are addressed in a full, fair, and timely manner.

Employees have the right and responsibility to report concerns relating to the environment, safety, and health (ES&H), security or management of DOE operations. Employees also have the right to receive a timely investigation and resolution of their concerns and protection from reprisal or retaliation as a result of reporting their concerns.

➤ Employee Concerns Program Activities

The Office of Employee Concerns. In its seventh year of operation, the Office of Employee Concerns accomplished the following milestones and initiatives:

- (1) resolved approximately 84% of the concerns filed in 2002, setting a new standard for the program and surpassing the old record of 83%, which was reached in both 1997 and 1998.
- (2) established strong ties with the Employee Concerns Forum, the largest and leading group of employee concerns professionals. The Department of Energy, and its Employee Concerns Program, was a main focus of the Forum's winter meeting in March 2002. Traditionally, the Forum has reflected membership in the nuclear and utility industries but is seeking to broaden its following and focus.
- (3) continued to modify the Employee Concerns website, in furtherance of the President's E-Government Initiative.
- (4) continued to improve the quality and clarity of its video teleconferencing meetings with DOE Employee Concerns Managers throughout the complex.

In 2002, the Office of Employee Concerns held two meetings with its field element Employee Concerns Managers to share successes, best practices, and challenges. The discussions included a presentation from the Assistant Secretary for Safety, Health and Environment, Beverly Cook, who briefed us on the importance of the role of the Employee Concerns Program in the Integrated Safety Management (ISM) process. Meetings also included speakers providing training, presentations and updates in the areas of Alternative Dispute Resolution (ADR), developments in the Contractor Employee Protection Program case law, and FOIA/Privacy Act issues.

Guest speakers in past years have included representatives from the National Academy of Public Administration, the Government Accountability Project (GAP), the U.S. Office of Special Counsel (OSC), the Department of Labor's Office of Administrative Law Judges, the Employee Concerns Manager from the Arizona Public Service, an attorney who has successfully represented whistleblowers, and members of the Hanford Joint Council.

➤ **Employee Concern Program Tracking System**

The Office of Employee Concerns, in collaboration with the Nevada and Savannah River Site Employee Concerns Program Managers, continues to refine the ECP tracking system designed to collect and consolidate annual reporting data. The Assistant Secretary of Environment, Safety, and Health (ES&H) recently cited this information, now compiled for over seven years, as extremely valuable to that office in assessing the Department's Integrated Safety Management process.

➤ **Field Employee Concerns Activities**

Operations and field ECPs achieved a number of successes in 2002. As indicated in Section II, operations and field office ECPs closed out 84 percent of the annual caseload of 460 concerns complex-wide while, at the same time, processing concerns faster, and reducing the number of cases pending over six months. It should be noted that 48 percent of concerns that were subject to review were either fully or partially substantiated, a minor decrease from the 49 percent of concerns that were either fully or partially substantiated in calendar year 2001.

Concerns in 2002 are resolved in accordance with Departmental policy, through the action of the ECP local offices, often working in conjunction with appropriate DOE program offices at the sites. The following is an example of a situation handled by a field element ECP office:

A site Employee Concerns Office received a concern regarding the Severe Acute Respiratory Syndrome (SARS). A concerned individual (CI) was fearful that a co-worker returning from Taiwan would return with, or had the potential for, developing symptoms of the SARS virus that was of concern to the Center for Disease Control (CDC). The CI indicated that his daughter was ill recently with a respiratory infection and feared that his family would be at risk if he carried the virus home. The CI indicated that he brought the concern to the attention of his supervisor but felt that no action had been taken to resolve his concern. The CI stated that he would be forced to request administrative leave if the returning co-worker was allowed to return to work without medical screening.

The CI was also concerned that the returning employee would spread the virus to co-workers, who would in turn pass it on to their family members. The CI requested to be moved to a different building until the incubation period (10 days) was over, or allow the returning employee to work at home or at a different location. The Employee Concerns Manager categorized this concern as a health issue and sought Human Resource (HR) involvement.

The site office immediately contacted the Department of Energy Headquarters (HQ), Office of Employee Concerns to inform/discuss the SARS-related concern. The Director of the Employee Concerns Program contacted Dr. George Gebus, the Chief Medical Officer in the Headquarters Office of Health Studies, who provided data from the CDC website regarding the interim guidance on infection control precautions for patients with suspected SARS. The Employee Concerns Office site manager discussed the precautions identified on the CDC website with the Chief Medical Officer and the Director of the Employee Concerns Program in Washington.

The following day, the Employee Concerns manager met with the supervisors of the CI to discuss resolution of the concern. The Employee Concerns manager recommended that the co-worker returning from overseas be allowed to telecommute from home for an additional 5 working days prior to returning to work. The Employee Concerns Manager subsequently met with the CI and related a proposed resolution reflecting precautions due to the uncertainties regarding the transmission of the virus.

The returning employee's supervisor subsequently contacted the site Employee Concerns Office and confirmed that the employee (1) had agreed to telecommute for an additional five working days; (2) would utilize the offered medical assistance, if necessary; and (3) would not return to the office for 10 days. Following exemplary coordination between several offices, the concern was closed by the Employee Concerns Office five days after it was initially contacted.

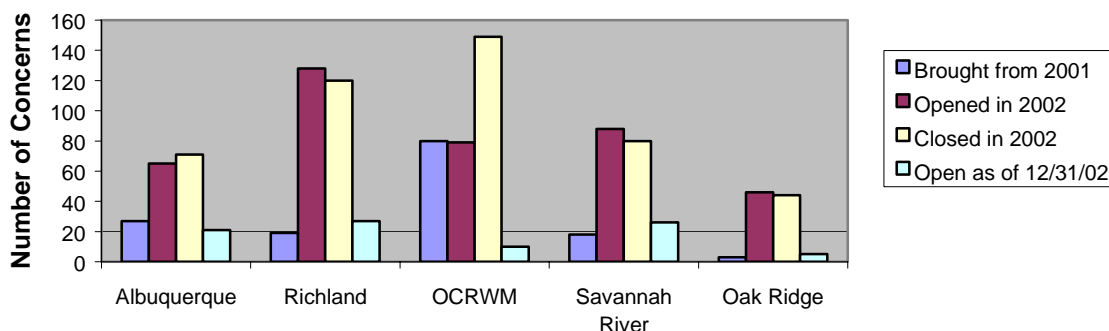
Section II. EMPLOYEE CONCERNS PROGRAM STATISTICAL DATA

A. 2002 Employee Concerns Activity Levels

Receipt and Disposition. The data collected reflects concerns filed with the DOE operations and field ECP offices for CY 2002. It does not contain data relating to concerns, allegations, or complaints filed directly by employees with appropriate offices, such as the office of Inspector General, Office of Civil Rights, Office of Environment, Safety and Health or through contractor employee concerns or grievances procedures.

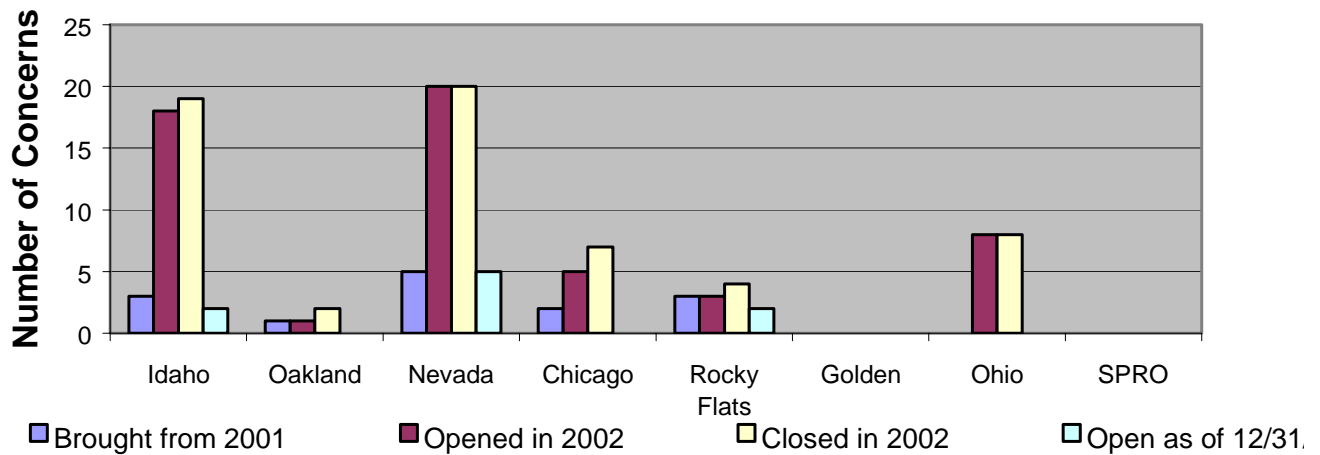
The DOE ECP offices began CY 2002 with a total of 161 concerns that had not been closed out in 2001. During 2002, a total of 460 new concerns were opened and one previously closed concern was reopened. The DOE ECP offices closed 524 concerns, leaving 98 open at the end of CY 2002. The charts below show the employee concerns activities at the major DOE field elements with respect to the processing of employee concerns in 2002. The figures for “Open” concerns refer to concerns that were either newly opened or reopened in 2002.

**Figure 1. Disposition of Concerns by Element
(Larger Offices)**



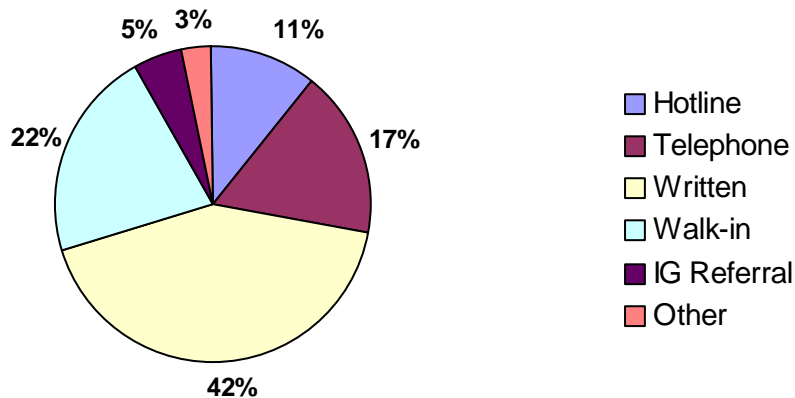
All of the DOE ECP managers routinely meet with contractor ECP representatives and coordinate efforts to resolve concerns at the lowest level possible. In addition, DOE and contractors, have instituted a variety of dispute resolution processes to resolve issues, including Ombuds programs, training a cadre of mediators, and joint labor-management partnerships,. The successes of these programs is helping to meet one of the primary goals of the DOE Employee Concerns Program—to improve the responsiveness of management to concerns raised by their employees.

**Figure 2. Disposition of Concerns by Field Element
(Smaller Offices)**



Sources of Concerns. The means by which concerns are brought to the attention of Employee Concerns Offices differ among the offices. Overall, the methods by which concerns are submitted to the ECPs included written submissions (186; 42 percent), walk-ins (97; 22 percent), telephone calls directly to the ECP (72; 17 percent), hotline calls (46; 11 percent), and referrals from Office of Inspector General (OIG) (21; 5 percent). The remaining 12 concerns (3 percent) are received from other DOE offices, Federal or state agencies, or other miscellaneous sources.

Figure 3. Sources of Concerns (All Offices)



Written concerns were the most prevalent method used in Idaho, Richland, Oak Ridge, Savannah River, and Ohio. Richland, Oak Ridge, and Savannah River make up 69 percent of the total number of written concerns. In contrast, walk-ins were the most prevalent method used in Yucca Mountain (OCRWM) and Chicago. Telephone calls directly to the ECP were the largest source of concerns for Albuquerque, with 21 out of 72 concerns.

Figure 4. Sources of Concerns (Smaller Offices)

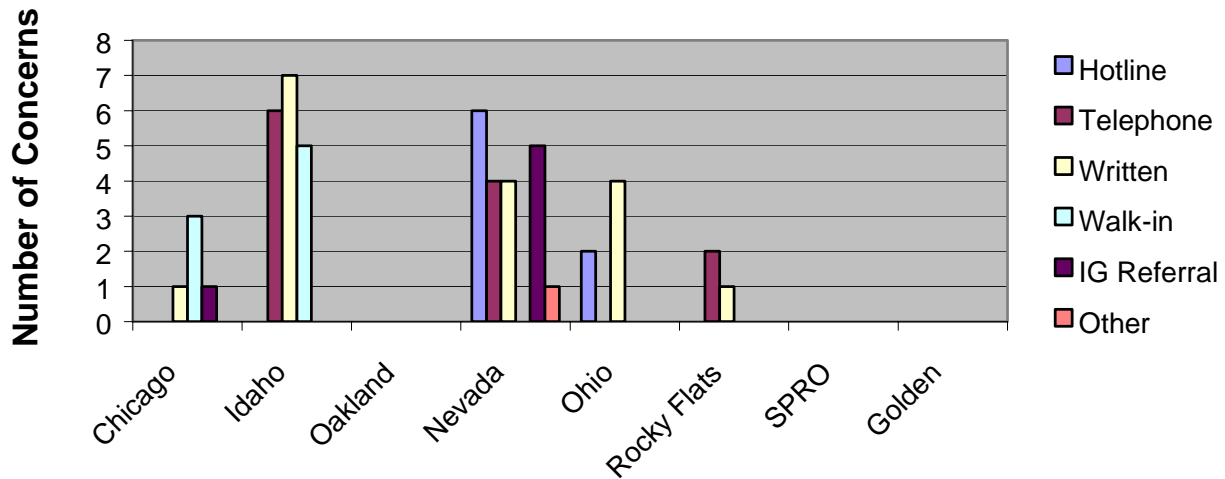
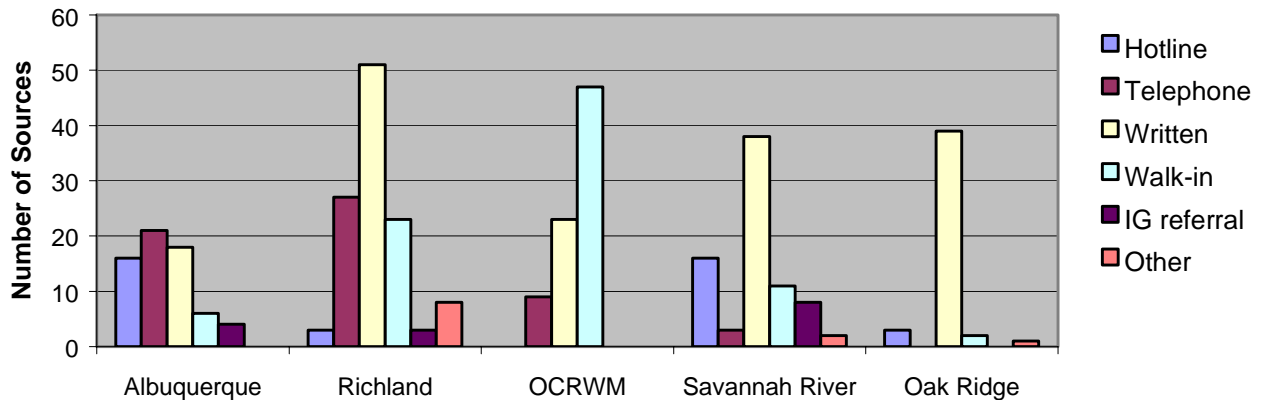


Figure 5. Sources of Concerns (Larger Offices)

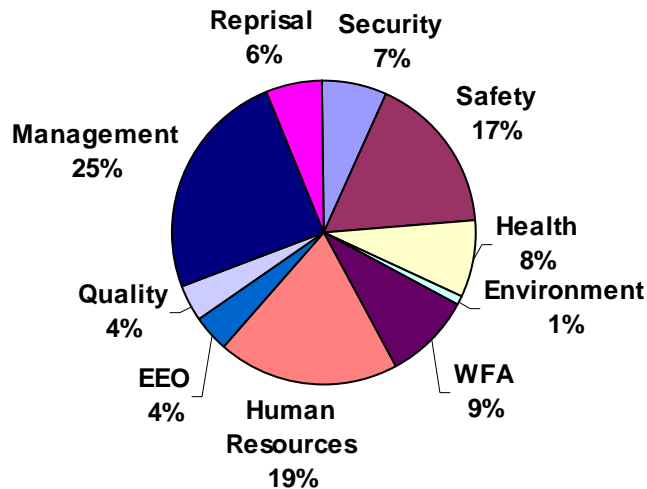


Subject Matter of Concerns. Three categories accounted for 263 of the 461 concerns, or 57 percent of the new concerns.

- ◆ Management/Mismanagement (108), i.e., re-engineering, policies and procedures, standard of conduct, reprisal, and ethics.
- ◆ Human Resources (80), i.e., union relations, contractor relations, policies/procedures; staffing, hiring, termination, workforce restructuring, promotion, selection, qualification, overtime, and training.

- ♦ Safety (75), i.e. training, protective equipment, lockout/tagout, fire equipment, fire department, ambulance, fires, and Price Anderson Amendment violations.

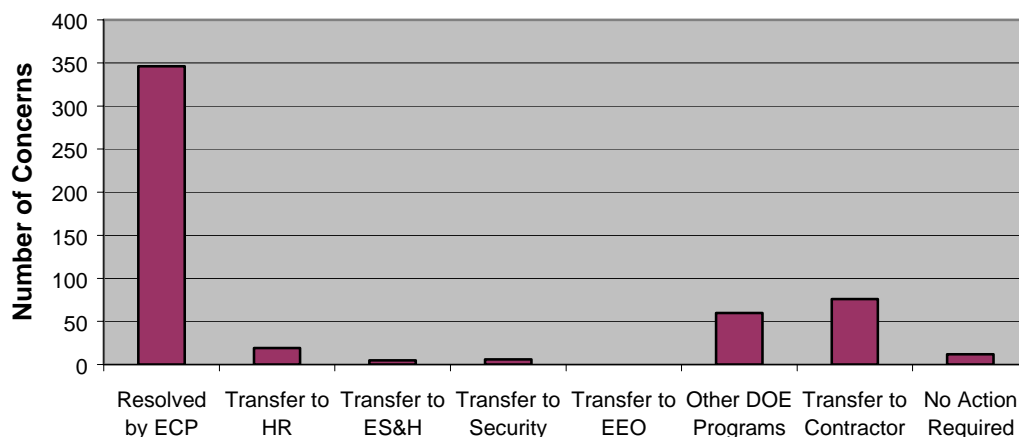
Figure 6. Categories of Concerns Received



The largest single category of concerns occurred in the area of management with 25 percent of total concerns opened in 2002, an increase of 4 percent from 2001. In calendar years 2000 and 2001, HR concerns were the largest category at 22 and 26 percent, respectively. Calendar year 2002 saw a decrease in HR concerns to 19 percent of the total, a figure identical to the 1999 HR concerns percentage. Safety concerns increased from 14 percent in 2001 to 17 percent in 2002.

Closing Concerns. Concerns closed by employee concerns offices include those processed solely by the ECP offices, as well as those by the ECP offices after they had received evaluations of the concern from offices to which the concerns were referred. A concern is considered *closed by transfer* when it is sent to another office or organization that has primary responsibility for the subject matter of the concern. The statistics shown in figure 7 distinguish between concerns transferred within DOE and those transferred to contractors. Although transferred concerns generally require that ECP offices take no further action, ECP managers will request information on any follow-up activities.

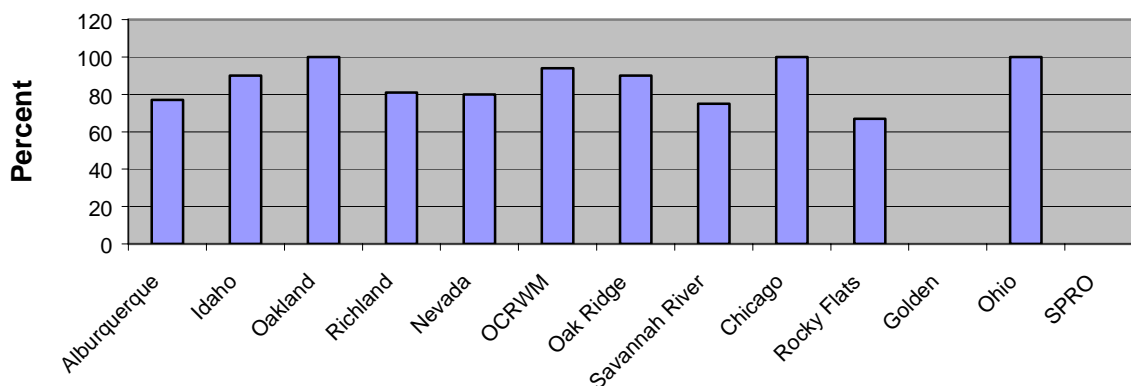
Figure 7. Disposition of Concerns



The ECP offices, as shown in Figure 7, resolved 346 concerns (66 percent of closed concerns), while 90 concerns (17 percent) were transferred to offices within DOE for resolution. Seventy-six concerns (15 percent) were referred to contractors for resolution, and 12 (2 percent) required no action.

A total of 524 concerns were closed in 2002, representing 84 percent of all concerns open during the year, a significant increase from the 76 percent of concerns closed in calendar year 2001, and largest figure since the reports were started in 1996. Figure 8 shows the percentage of concerns closed by field element ECPs, as well as the overall closure rate.

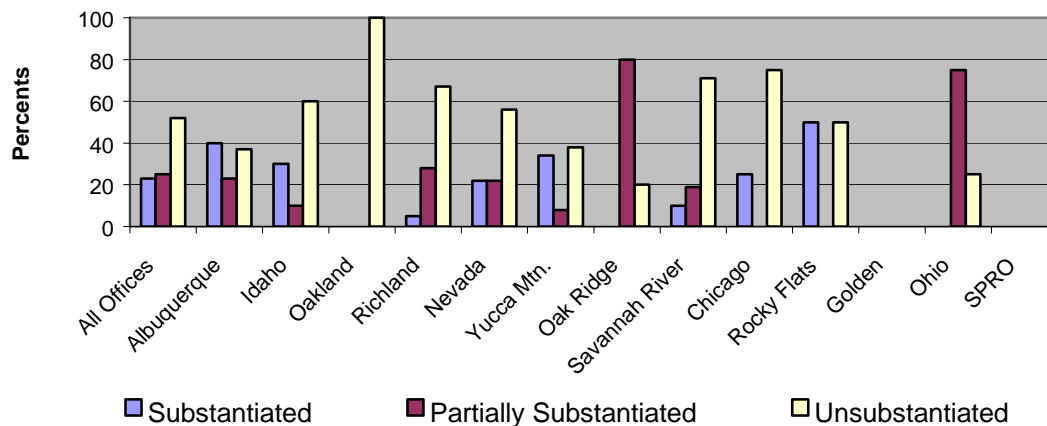
Figure 8. Percentage of Concerns Closed (by Field Element)



Level of Substantiation of Concerns. Since 1997, data has been collected to show the extent to which concerns submitted were substantiated, i.e., the number of concerns that were found to be either fully or partially verified as to the merits of the issues presented by concerned employees. Four categories were available for reporting this data: substantiated, partially substantiated, unsubstantiated, or no review. In 2002, the latter category, which accounted for 34 percent of all concerns closed, primarily reflected

concerns where the nature of the concern was not subject to factual substantiation or the concerns were outside of the jurisdiction of the Employee Concerns Programs. These concerns therefore were transferred to other offices and the Employee Concerns Program did not track the outcomes.

Figure 9. Rate of Substantiation

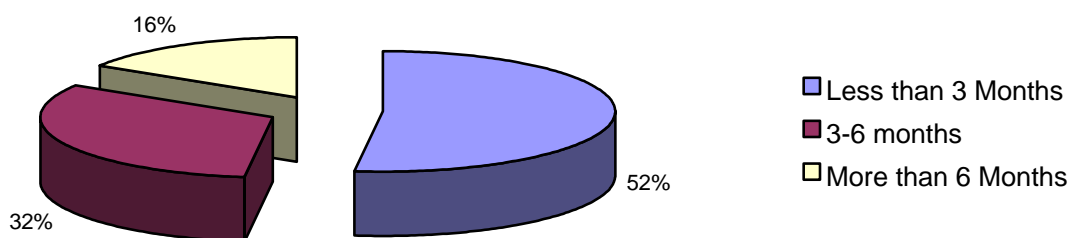


As shown in Figure 9, 48 percent of concerns that were subject to review were either fully or partially substantiated. This percentage represents essentially no change from the 49 percent in 2001. However, both calendar year 2001 and 2002 either fully or partially substantiated a higher percentage of concerns than in CY 2000 (36 percent). These figures are indicative of a process that is providing full and fair review of employee concerns. The substantiation rates for each field element ECP in 2002 are also shown in Figure 9.0

Age of Open Concerns. Data has been collected to reflect the age of concerns that remained open at the end of the calendar year. Of the 98 concerns that remained open at the end of 2002 throughout the DOE employee concerns complex, 51 (52 percent) had been open less than three months, 31 (32 percent) has been open between three and six months, and 16 (16 percent) has been open more than six months. This compares to 218 concerns that remained open at the end of CY 2001, with 26 concerns (12 percent) open more than six months.

A review of the concerns that have been pending for more than six months indicated that many are concerns that were referred to ECP offices by the Office of the Inspector General and/or involved issues that, by their nature, require more time to investigate and close.

Figure 10. Age of Concerns

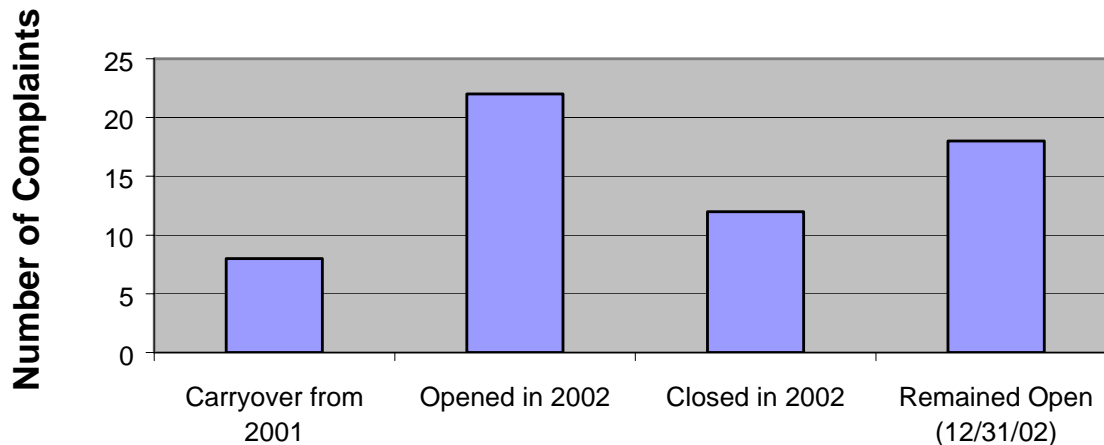


Status of Complaints Filed Under the Department’s Contractor Employee Protection Program.

The statistics in previous sections of this report do not include whistleblower complaints filed by contractor employees with DOE, pursuant to the Department’s Contractor Employee Protection Program found in Part 708 of Title 10, Code of Federal Regulations. On April 14, 1999, the Office of Hearings and Appeals assumed jurisdiction over Part 708 under revised regulations, published in the Federal register on March 15, 1999. Most of the ECP offices do, however, have responsibility for initial processing and seeking informal resolution of the concerns as the first step of complaint processing.

Eight “708” complaints were carried over from 2001 and twenty-two new complaints were received in 2002. Twelve complaints were closed during 2002, leaving eighteen open at the end of 2002, as shown in Figure 11.

Figure 11. Reprisal Complaints



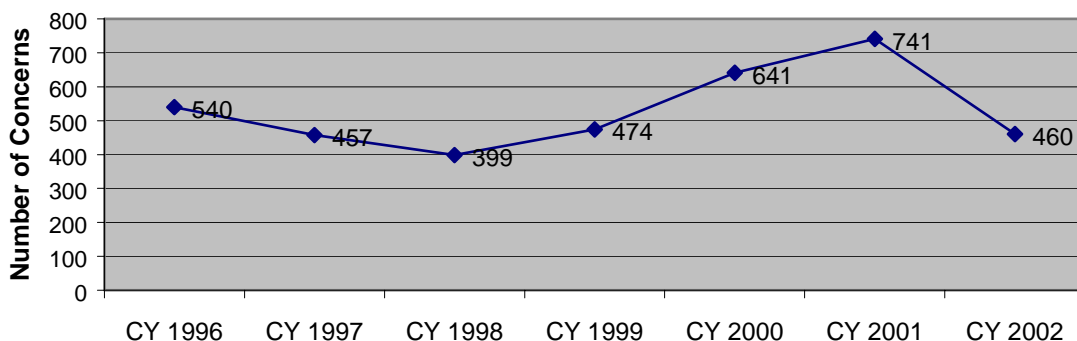
B. 1996-2002 Employee Concerns Program Trends

Since the Office of Employee Concerns has been tracking data complex-wide for seven years, these ECP Activity Reports review trends over a period of time, which provide insightful information to senior management. Four areas of interest in terms of trends that are typically tracked are the (1) number of concerns filed, (2) primary subject matter of concerns filed, (3) timeliness of concerns processed, and (4) resolution rate.

Number of Concerns Filed. In calendar year 2001, the ECP set several program records by handling over 900 concerns and closing out 700 concerns, with over 3000 employees using the program. The number of new concerns opened by the ECP offices in 2002 decreased from 741 in 2001, to 460 in 2002, a significant decrease. One reason for this decrease—the first in several years—was the one-time increase of concerns in the Yucca Mountain Office, where, in accordance with a change of contractors, the ECP Manager conducted exit interviews. This process resulted in approximately 1800 employees being interviewed independently, who filed over 200 new concerns.

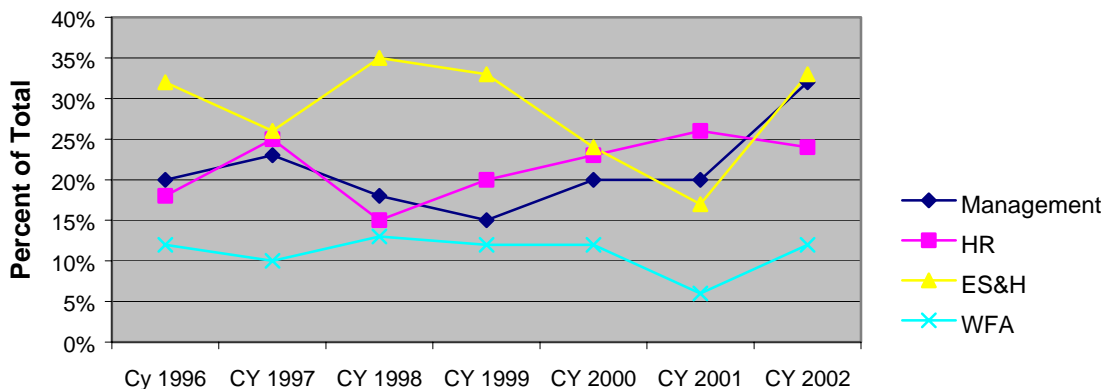
Figure 12 reflects the trend since 1996.

Figure 12. Number of Concerns Received



Primary Subject Matters of Concerns. Calendar year 2002 saw an increase in concerns in the categories of Environment, Safety, and Health (ES&H); management; and waste, abuse, and fraud (WFA). ES&H related concerns increased from 17 percent last year to 33 percent in this year. This increase brings ES&H close to its CY 1998 and CY 1999 levels, 35 and 34 percent respectively. In 2002, concerns in the area of management saw a major increase from 20 percent in 2001 to 32 percent.

Figure 13. Comparison of Major Concern Categories

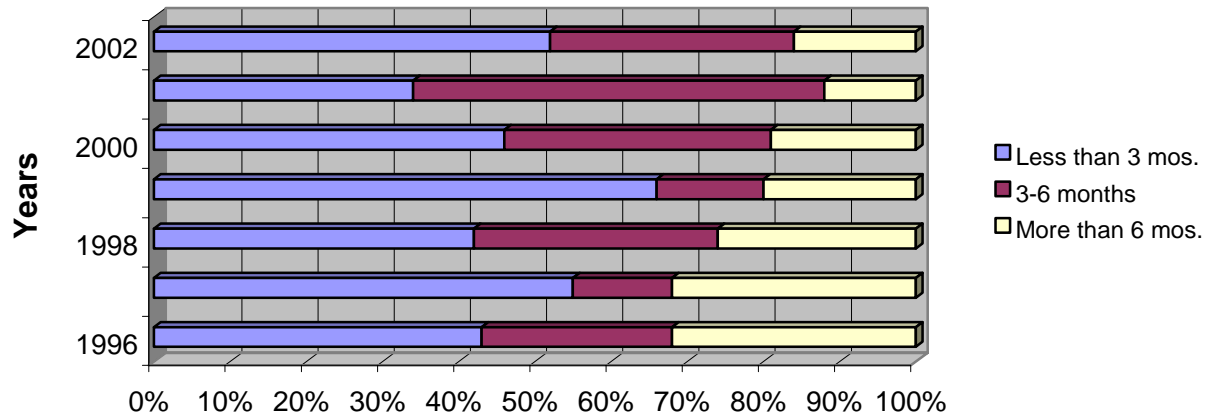


Waste, Fraud and Abuse (WFA) concerns increased to 11 percent in 2002 from 6 percent in calendar year 2001, returning to the levels reached in calendar years 1998 to 2000. Human Resource (HR) concerns decreased slightly from 26 percent in 2001, to 24 percent in 2002, but remained higher than the 1999 percentage (20) or the 2000 percentage (23).

Timeliness of Concerns Processed: 1996-2002. Prior to this year, the total number of cases that have remained open at the end of the calendar year had declined each year for which statistics have been collected. In 1996, the percentage of concerns that remained open at the end of the year that was more than six months old was 32 percent. At the end of 2002, only 16 (16 percent) had been pending for more than six months, a figure, while low, that is above the 7 year low last year of only 12 percent.

A significant reduction in the number of concerns “open” for six months or longer has been a continual goal of the OEC, because concerns which are not promptly resolved within that time period tend to remain in the system for long periods of time, and the associated costs, for the agency as well as for the employee, are often very high.

Figure 14. Timeliness of Concerns Processed



➤ **The National Ombudsman**

In 2000, the Secretary created the Department's first National Ombudsman, with a mandate to be the impartial link between employees and management. The mission of the National Ombudsman is "to be a catalyst in building trust and producing positive change to advance a diverse, hospitable, and productive work environment." The goals of the Ombudsman are to promote understanding, resolve concerns, identify systemic problems, and produce positive change.

In February 2002, the Director of the Office of Employee Concerns was also made the Department's National Ombudsman. One of the initiatives was to track, for the first time, by subject area and geographical location the cases that were brought to the attention of the National Ombudsman. With regard to Department employees, the Office of National Ombudsman handled approximately 45 cases in 2002 (the first year statistics were available) with a vast majority coming from field sites throughout the DOE complex. These cases covered a spectrum of issues, with the most frequent being work environment-related issues, followed by discrimination (i.e. job, age, sex), and promotion and job assignment issues.

During 2002, the Director of the Office of Employee Concerns and the National Ombudsman also served as an active participant in the Coalition for Federal Ombudsman, a group of approximately 30 Federal departments and agencies that have an ombudsman function.

Among the other highlights of the calendar year, the Office of the National Ombudsman completed much of its work relating to the Department's Racial Profiling Initiative, which was an important impetus to establishing the office. A series of memoranda tracked the specific challenges and actions proposed in a report written by former NNSA Undersecretary Gordon to enhance the original 19 recommendations of the Racial Profiling Task Force Report in 2000.

Section III. FUTURE ACTIONS

1. Combine and integrate the functions of the Ombudsman and the Employee Concerns Program as these offices merge programmatically.
2. Initiate Monthly Reports from the Employee Concerns Managers to provide a continually current picture of the Departments ECP activities and trends for review by senior management. These new Monthly Reports would complement the current Quarterly Reports.
3. Improve and update the Employee Concerns website to be more “customer-friendly”, to educate DOE employees on the jurisdiction of the Employee Concerns Program, and to publicize the distinctions between it and other employee-related programs. The program parameters will also be communicated through the use of DOECASTS including the Department’s policy of “zero tolerance” of reprisal towards whistleblowers.
4. Continue to train new ECP managers to promote the use of Alternative Dispute Resolution mechanisms, including Concerns review Panels, Differing Professional Opinion (DPO) processes, mediation and facilitation.
5. Serve as the Department’s Headquarters point of contact in leading and hosting commemorative events and Special Emphasis programs.

APPENDIX A

EMPLOYEE CONCERNS PROGRAM CONTACTS

Organization	Name	Telephone	Fax. No
Headquarters			
Office of Employee Concerns	William A. Lewis, Jr. Director	(202) 586-6530	(202) 586-4924
Office of Employee Concerns	Cynthia Brawner-Gaines ECP Manager	(202) 586-4579	(202) 586-4924
Office of Employee Concerns	Angela M. Bess Secretary	(202) 586-4034	(202) 586-4924
Office of Employee Concerns	Kay F. Gunn Secretary	(202) 586-4034	(202) 586-4924
Office of Dispute Resolution (GC-12)	Phyllis Hanfling	(202) 586-6972	(202) 586-7479
Field			
Albuquerque	Eva Glow Brownlow	(505) 845-5113	(505) 845-3180
Amarillo	Brenda Finley	(806) 477-3120	(806) 477-6641
Chicago	Kris Winiarski	(630) 252-2327	(630) 252-2919
	Sara Brunson	(630) 252-2299	(630) 252-2919
Idaho	Paul Allen	(208) 526-0128	(208) 526-7407
	Kathleen Whitaker	(208) 526-1062	(208) 526-0134
Nevada	Sara Rhoades	(702) 295-7843	(702) 295-0134
Oak Ridge	Rufus Smith	(865) 576-4988	(865) 574-1939
Oakland	Mark Barnes	(510) 637-1845	(510) 637-2008
Yucca Mountain (OCRWM)	Gregory Morgan	(702) 295-2694	(702) 295-2755
Ohio	Sandra Cramer	(937) 865-4389	(937) 865-4728
Richland	Stan Branch	(509) 376-9450	(509) 372-0998
	Shelia Hahn	(509) 376-5940	(509) 372-0998
	Margo Voogd	(509) 376-8375	(509) 372-0998
Rocky Flats	Richard Schassburger	(303) 966-4888	(303) 966-4763
Savannah River	Dianne Saylor	(803) 725-3745	(803) 725-5949
	Nina Salazzar	(803) 725-0590	(803) 725-5949
SPRO	JoAnn Rochon	(504) 734-4731	(504) 818-5731
Golden, CO	Greg Collette	(303) 275-4734	(303) 275-4753

APPENDIX B

EMPLOYEE CONCERNS FIELD OFFICES WEBSITES*

* In addition to the contact information in Appendix A, some of the offices, including HQ, can be accessed through the World Wide Web. OEC is working to improve its website by making it more user friendly, and adding links to the above websites. Ultimately, it is our goal to connect all of the field programs with Headquarters electronically.

Field Offices	Web Address
OEC Headquarters	http://employeeconcerns.doe.gov/
Albuquerque	http://www.doeal.gov/mrd/concerns.htm
Los Alamos National Laboratory	http://www.lanl.gov/orgs/ombuds/index.html
Oakland	http://www.oak.doe.gov/Mbf/Hrm/Mbf_HrmEcp_Wf.html
Richland	http://www.hanford.gov/doe/empcon
Savannah River	http://sro.srs.gov/employee.htm

APPENDIX C

Operations and Field Office Facilities

Operations Office

Facilities

Albuquerque

Grand Junction Project Office, Grand Junction, CO
Inhalation Toxicology Research Int., Albuquerque, NM
Kansas City Plant, Kansas City, MO
Los Alamos National Laboratory, Los Alamos, NM
Pinellas Plant, Largo, FL
Pantex Plant, Amarillo, TX
Sandia National Laboratory, Albuquerque, NM
Waste isolation Pilot Project, Carlsbad, NM

Chicago

Ames Laboratory, Ames, IA
Argonne National Laboratory-East, Argonne, IL
Argonne National Laboratory-West, Argonne, IL
Brookhaven National Laboratory, Upton, NY
Environment Measurement Laboratory, New York, NY
Fermi National Accelerator Laboratory, Batavia, NY
New Brunswick Laboratory, Argonne, IL
Princeton Plasma Physics Laboratory, Princeton, NJ

Idaho

Idaho Chemical Processing Plant, Idaho Falls, ID
Idaho National Engineering Laboratory, Idaho Falls, ID
INEL Research Center, Idaho Falls, ID
Radioactive Waste Management Complex, Idaho Falls, ID
SMC Project, Idaho Falls, ID
Test Area North, Idaho Falls, ID
Test Reactor Area, Idaho Falls, ID
Waste Reduction Operations Complex, Idaho Falls, ID

Nevada

Amador Valley Operations, Livermore, CA
Los Alamos Operations, Los Alamos, NM
Nevada Test Site, Nye County, NV
North Las Vegas Facilities, North Las Vegas, NV
Remote Sensory Laboratory, Las Vegas, NV

Washington Aerial Measurements, Andrews AFB, VA

Oak Ridge

K-25 Site, Oak Ridge, TN
Oak Ridge Institute of Science and Education, Oak Ridge, TN
Oak Ridge National Laboratory, Oak Ridge, TN
Paducah Gaseous Diffusion Plant, Paducah, KY

Operations and Field Office Facilities (cont'd)

Operations Office

Oak Ridge (cont'd)

Facilities

Portsmouth Gaseous Diffusion Plant, Piketon, OH
Thomas Jefferson National Accelerator Facility,
Newport News, VA
Weldon Spring Site, St. Charles, MO
Y-12 Plant, Oak Ridge, TN

Oakland

Energy Technology Engineering Center, Canoga Park, CA
Ernest Orlando Lawrence Berkeley National Laboratory,
Berkeley, CA
Lawrence Livermore National Laboratory, Livermore, CA
Stanford Linear Accelerator Center, Menlo Park, CA

Ohio

Ashtabula Environment Management Project, Ashtabula, OH
Columbus Environment Management Project, Dublin, OH
Fernald Environment Management Project, Cincinnati, OH
Miamisburg Environment Management Project, Miamisburg, OH
West Valley Demonstration Project, West Valley, NY

Richland

Hanford Site, Richland, WA
Pacific Northwest National Laboratory, Richland, WA

Rocky Flats

Rocky Flats Environmental Technology Site, Rocky Flats, CO

Savannah River

Savannah River Site